

TOWN OF WINCHENDON

Approved: 8/18/2020

RECEIVED

AUG 18 2020



Master Plan Committee

WINCHENDON TOWN CLERK
Telephone (978) 297-5414

Meeting Minutes
August 11, 2020

Meeting held via zoom:

Meeting ID: 938 9841 9927

Passcode: 1712944

Members present: Elaine Mroz, Co-chair, Jane Lapointe, Jill Duckett, Art Amenta
Staff: Tracy Murphy
Nicole Roberts
Meeting called to order: 2:07pm
Public: Marc Dowart

Minutes: There were no minutes presented.

Chapter Revisions: The Draft Master Plan as presented to the committee is attached to these minutes for reference. The Committee reviewed reviewed edits based on comments in red text. Notes reflecting that discussion are included on the attached document.

Discussion included:

Articulate that the document is a living document and changes will be needed. (pg.2)

Vision Statement: present or future tense.

Addition of Volume 1 & 2 description

Reference to the 2015 Open Space & recreation Plan

Include the need for coordinated dissemination of information via website, social media platforms, etc.

Define Winchendon HEAL, modify to include all initiatives

Strengthen the language on the Services and Facilities chapter

Include broadband to home businesses

Evaluate the concept of Town Manager or School Superintendent ask/answer forums.

Format:

Remove "implementation" from pages that appear before the implementation chapter.

Implementation:

It was discussed in this Chapter there seems to be much mention of the Town Manager in the implementation chapter, as to add more roles to an already busy individual. Jill asked

if there was a way to reduce the need for the Town Manager to be named in the roles he was. Jane mentioned, for her, that it was hard to visualize the individuals responsible for the different roles without making a spreadsheet with all the information.

Jane thought in a discussion such as this, Tracy really needed to be part of the discussion for this topic. Master plan committee agreed to talk about this at the next meeting.

Next Meeting: August 18, 2020 at 2pm via ZOOM format.

Meeting Adjourned: 4:03pm

Respectfully Submitted:

Nicole Roberts, Land Use Coordinator

8/18/2020 - Minutes approved via Zoom meeting


Well-being

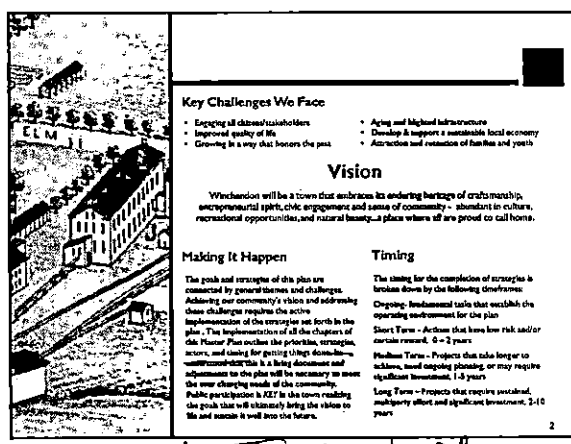
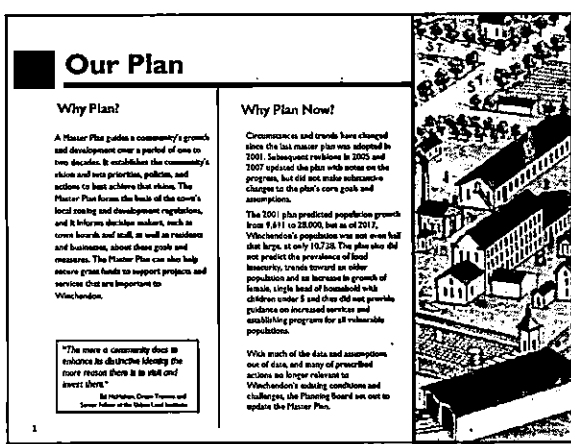
2:07 PM

8/11/2020

Minutes next week (3 sets)

Adjourn: 2:4:03

next meeting: 8/18/20



Created was present tense
changes "will be" by
Tracy, Jane/Elaine
agreed

↓ Tracy felt
as a living document
Elaine OK - strike first
3 words
remove - "it's understood that"

Our Town

Our Land

The Town of Westborough encompasses 47 square miles. The town is located in the heart of the Connecticut Valley, just north of the Massachusetts border. The town is known for its historic architecture, scenic views, and vibrant community.

The town's land is divided into several categories, including residential, commercial, industrial, and agricultural. The town's land use is governed by the Westborough Zoning Ordinance, which is designed to protect the town's character and ensure the efficient use of its land resources.

Our People

The town of Westborough has a rich history and a diverse population. The town's population is approximately 15,000, and it is known for its strong sense of community and commitment to public service.

The town's people are represented by the Westborough Board of Selectmen, who are responsible for making decisions about the town's future. The town's people are also represented by the Westborough School Board, which is responsible for the town's public schools.

Our Economy

The town's economy is diverse and vibrant. The town is home to a variety of businesses, including small businesses, medium-sized businesses, and large corporations. The town's economy is supported by a strong base of skilled workers and a high level of innovation.

The town's economy is also supported by a strong base of public services, including education, healthcare, and social services. The town's economy is a source of pride for its residents and a model for other communities.

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Land Use

Background

The town's land use is governed by the Westborough Zoning Ordinance, which is designed to protect the town's character and ensure the efficient use of its land resources. The town's land use is divided into several categories, including residential, commercial, industrial, and agricultural.

Land Use Goals

- The town's land use goals are to protect the town's character, ensure the efficient use of its land resources, and provide a high quality of life for its residents.
- The town's land use goals are to protect the town's historic architecture, scenic views, and vibrant community.
- The town's land use goals are to protect the town's natural resources, including its forests, wetlands, and waterways.
- The town's land use goals are to protect the town's agricultural resources, including its farms and ranches.
- The town's land use goals are to protect the town's commercial resources, including its businesses and shopping areas.
- The town's land use goals are to protect the town's industrial resources, including its factories and warehouses.
- The town's land use goals are to protect the town's residential resources, including its homes and neighborhoods.
- The town's land use goals are to protect the town's public resources, including its parks, schools, and libraries.
- The town's land use goals are to protect the town's cultural resources, including its museums and historic sites.
- The town's land use goals are to protect the town's environmental resources, including its air, water, and soil.
- The town's land use goals are to protect the town's economic resources, including its jobs and income.
- The town's land use goals are to protect the town's social resources, including its community and quality of life.
- The town's land use goals are to protect the town's political resources, including its government and public services.
- The town's land use goals are to protect the town's cultural resources, including its arts and entertainment.
- The town's land use goals are to protect the town's educational resources, including its schools and universities.
- The town's land use goals are to protect the town's healthcare resources, including its hospitals and clinics.
- The town's land use goals are to protect the town's social services resources, including its libraries and community centers.
- The town's land use goals are to protect the town's public safety resources, including its police and fire departments.
- The town's land use goals are to protect the town's infrastructure resources, including its roads, bridges, and public utilities.
- The town's land use goals are to protect the town's transportation resources, including its public transit and highways.
- The town's land use goals are to protect the town's communication resources, including its telephone and internet services.
- The town's land use goals are to protect the town's energy resources, including its power plants and renewable energy sources.
- The town's land use goals are to protect the town's waste management resources, including its landfills and recycling programs.
- The town's land use goals are to protect the town's environmental resources, including its air, water, and soil.
- The town's land use goals are to protect the town's economic resources, including its jobs and income.
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- The town's land use goals are to protect the town's communication resources, including its telephone and internet services.
- The town's land use goals are to protect the town's energy resources, including its power plants and renewable energy sources.
- The town's land use goals are to protect the town's waste management resources, including its landfills and recycling programs.

diff: resident of single family homes

Trans added Vol 14 Volume 2 descriptions

Implementation		
Goal	Strategy	Timeline
LU 1 Identify areas in town suitable for expanded or new commercial or industrial development and encourage compact, mixed-use development in downtown Winchendon.	Strategy LU 1.1: Hold a public meeting where boards, committees, departments and the public get together to brainstorm ideas.	Medium-term
	Strategy LU 1.2: Be proactive about preserving historic structures.	Ongoing
	Strategy LU 1.3: Enhance the existing zoning while implementing the Planned Development zone's goal of walkable, mixed-use development.	Ongoing
	Strategy LU 1.4: Promote updated zoning bylaws and regulations, and include increasing development density by supporting walkable, smaller lots and allowing more than one building per parcel.	Medium-term
LU 2 Encourage agriculture and growth being	Strategy LU 2.1: Continue pursuing competitive grants under the town's Green Community designation.	Ongoing
	Strategy LU 2.2: Encourage agriculture as an industry.	Ongoing
	Strategy LU 2.3: Promote awareness among town residents about everyday sustainability practices.	Ongoing
LU 3 Preserve Winchendon's existing open space resources	Strategy LU 3.1: Consider partnerships with conservation organizations such as the Audubon, North County Land Trust & Mt. Grace.	Short-term
	Strategy LU 3.2: Consider participation in the State Community Preservation Act (CPA) program. The CPA allows municipalities to raise money through a tax surcharge, with state matching funds. Funds can only be used for open space, historic preservation, affordable housing and outdoor recreation.	Short-term
LU 4 Encourage and promote new and existing recreational opportunities for residents and visitors	Strategy LU 4.1: Enhance opportunities to promote Winchendon's existing municipal and school recreational assets.	Ongoing

Elaine made initial change

which

Open Space	
Background Winchendon's current pattern of open space and development reflects the historical patterns of agriculture and industrial production based on forestry resources, industrial facilities, and suburbanization. These historic values of development were shaped by a landscape rich in water and forestry resources. Now Winchendon's scenic rural landscape and relative affordability is attracting housing development to serve people who work in the greater Worcester and Boston area and solar array construction due to the availability of large tracts of land. With more residents and less available open land, there will be increased demand for recreation facilities, and conserved land will be needed to maintain Winchendon's traditional access to forests, lakes, streams, and open space. Townspeople have noted the lack of public access to the River and the ponds in Town. The lack of public access to undeveloped lands will grow even more acute as the Town becomes more suburban. Like Winchendon's neighbors, there is a growing population of seniors and youth are a group of special concerns; they need choices for healthy activities in addition to organized sports.	Open Space Goals OS 1: Continue to protect the quality and quantity of water resources. OS 2: Conserve open space resources and connect them with recreation facilities. OS 3: Pursue the Goals laid out in the Open Space & Recreation Plan, 2015 update. OS 4: Increase townspeople's and visitors' access to and enjoyment of open space resources.

Elaine

Implementation		
Goal	Strategy	Timeline
OS 1: Continue to protect the quality and quantity of water resources	Strategy OS 1.1: Encourage upgrading or replacing failed septic systems and improvement of the storm drains.	Ongoing
	Strategy OS 1.2: Protect the quality and quantity of natural resources by continuing to improve enforcement of regulations.	Ongoing
	Strategy OS 1.3: Protect current and future drinking water supplies.	Ongoing
	Strategy OS 1.4: Monitor and prioritize areas and parcels for protection. Examine the usage potential under agricultural and forestry property programs, and consider the community's options.	Short-term
OS 2: Conserve open space resources and connect them with recreation facilities	Strategy OS 2.1: Promote and increase land management practices to protect forest resources, encourage diversity and support wildlife.	Ongoing
	Strategy OS 2.2: Support North County Parkway and Town trails.	Long-term
OS 3: Pursue the Goals laid out in the Open Space & Recreation Plan, 2015 update.	Strategy OS 3.1: Identify areas for trail and open space linkages, including connecting routes to FRT and other communities.	Medium-term
	Strategy OS 3.2: Seek to acquire property that to improve downtown open space and recreational opportunities, such as pocket parks and highly visible locations for public concerns and events.	Medium-term
OS 4: Increase townspeople's and visitors' access to and enjoyment of open space resources	Strategy OS 4.1: Develop a network of neighborhood and school playgrounds and walking routes.	Ongoing
	Strategy OS 4.2: Continue to expand the availability of athletic fields and other facilities, including a fitness courts, while keeping programs within budget.	Ongoing
	Strategy OS 4.3: Continue to respond needs of all residents for activities and services, and develop specific programs to meet need.	Ongoing
	Strategy OS 4.4: Monitor long range funding for maintenance and programs.	Medium-term
	Strategy OS 4.5: Prioritize acquisition needs.	Short-term
	Strategy OS 4.6: Support expansion of agricultural uses opportunities.	Ongoing
	Strategy OS 4.7: Provide recreational access to water bodies in town.	Medium-term
	Strategy OS 4.8: Check Winchendon's trail and park assets to develop recreational opportunities at the Pond.	Medium-term
	Strategy OS 4.9: Increase awareness of the value of the Town's natural resources and open space.	Ongoing
	Strategy OS 4.10: Identify necessary maintenance and site improvements for existing Town open space.	Ongoing

is an entire section

Flavins: remove H₂A

Separated into short term

[illegible][illegible]

Implementation continued...		
Goal	Strategy	Timeline
ED 4: Increase the value potential of Weymouth's people in their firms, business concepts, and programs corresponding to all ages.	Strategy ED 4.1: Attract education, increased training and support services with opportunities available in the region and with the employment and business opportunities that Weymouth needs to attract.	Ongoing
	Strategy ED 4.2: Encourage and support transportation links to education, training, and job opportunities.	Ongoing
	Strategy ED 4.3: Encourage and support the entrepreneurial potential of our entrepreneurs, artists and inventors. Build a strong network of business support services and programs.	Ongoing
	Strategy ED 4.4: Redesign underserved areas where infrastructure already exists. Encourage and reuse of existing buildings and promote sustainable principles while capturing the character of the community.	Ongoing
ED 5: Develop Weymouth's economic infrastructure	Strategy ED 5.2: Work to secure funding for townhome renovation and redevelopment via the new Economic Development Corporation.	Ongoing
	Strategy ED 5.3: Identify new areas for business development and consider expanding infrastructure to promote new economic development.	Long-term
	Strategy ED 5.4: Conduct a review of Weymouth's current zoning bylaws to determine their adequacy for accommodating desired land use and development.	Medium-term
	Strategy ED 5.5: Aggressively seek funding for road and infrastructure improvements. Town officials should seek federal and state funding for infrastructure improvements and coordinate with the FDOT for regular funding of road projects.	Ongoing
	Strategy ED 5.6: Explore regionalization of services with neighboring towns. This has the potential to reduce operating costs.	Ongoing
	Strategy ED 5.7: Consider policies to encourage green development in commercial, industrial, and residential buildings and operations.	Ongoing
	Strategy ED 5.8: Pursue the installation of reliable high-speed internet as of homes, schools, libraries, medical facilities, government offices, and other public places.	Short-term

→ Jane: include internet to homes
Be sure it is in the town

Housing	
Background In the last decade, housing with growth in Weymouth has significantly outpaced population growth. Despite this, Weymouth still has not reached the minimum number of affordable housing units required by Chapter 40B of the Massachusetts General Laws. As Weymouth's population demographics have shifted over the past few years, the number of single-person households in the Town has begun to decrease. Households are also becoming smaller, which corresponds to the rise in Weymouth's senior population. The increase in the population of older citizens will result in the need for housing that can accommodate people with physical disabilities and long-term healthcare needs. Housing affordability also becomes a factor for people living on a fixed income. Weymouth is also faced with a large amount of aging housing stock. 43% of Weymouth's existing housing stock is over 50 years old, and 31% was built before World War II. Many of these older units may be in need of rehabilitation. Providing affordable housing to all Weymouth residents may require a broad variety of housing types to meet local needs.	Housing Goals HO 1: Strive to achieve compliance with Chapter 40B HO 2: Allow for a wider variety of housing opportunities HO 3: Address high vacancy rates HO 4: Rehabilitate Weymouth's existing aging housing stock, and preserve older historic homes HO 5: Create neighborhoods that are connected to downtown Weymouth by a variety of transportation options

Implementation		
Goal	Strategy	Timeline
HO 1: Strive to achieve compliance with Chapter 40B	Strategy HO 1.1: Create a Housing Production Plan (HPP). 100% are constructed that are not yet in compliance with Chapter 40B the opportunity to show that they are making progress in increasing affordable housing. An HPP would also help the Town determine the projected housing needs of its current and future population.	Short-term
	Strategy HO 1.2: Continue to partner with housing organizations to build more affordable housing.	Ongoing
HO 2: Allow for a wider variety of housing opportunities	Strategy HO 2.1: Encourage more apartments above businesses, restaurants, and other commercial uses.	Ongoing
	Strategy HO 2.2: Work more to promote the use of the Open Space Residential Development (Cluster Development) Bylaw in new residential subdivisions, grouping proposed residential properties closer together, allowing the mix of the lot to be used in commercial open space.	Medium-term
HO 3: Address high vacancy rates	Strategy HO 3.1: Encourage development of second-unit organizations to multi-family housing complexes.	Medium-term
	Strategy HO 3.2: Create incentives for landlords to increase accessibility in upper-floor apartments.	Medium-term
HO 4: Rehabilitate existing aging housing stock, and preserve older historic homes	Strategy HO 4.1: Continue to apply for Community Development Block Grant (CDBG) funding for housing rehabilitation.	Ongoing
	Strategy HO 4.2: Improve aesthetics and walkability.	Ongoing
HO 5: Create neighborhoods that are connected to downtown Weymouth by a variety of transportation options	Strategy HO 5.1: Promote the Safe Routes to School program to create safe, walkable bike routes in residential neighborhoods, including sidewalks, crosswalks, and trails, and to encourage children and parents about the benefits of walking or bicycling to and from school.	Short-term
	Strategy HO 5.2: Create more walking and biking trails.	Ongoing

Historic and Cultural Resources

Background

Historic and cultural preservation involves the entire Town of Winchendon. There are culturally and historically important structures and places throughout the Town. Additionally, there are numerous events, celebrations, and organizations that add to Winchendon's cultural heritage. These resources enrich and enhance the community, build civic pride, and help define Winchendon's identity.

Winchendon has a rich history of industry and innovation. Of course, Winchendon is most well-known as "Toy Town," the former home of the world's largest toy factory, but during the 1800s, Winchendon was also known for wealthy industrial households, like the first world's oldest planetarium, which was constructed in the 1850s. Although the industrial age and Winchendon's place in it are things of the past, this creative spirit can still be leveraged as an important part of Winchendon's identity.

Winchendon has a wealth of historic and cultural resources of various types, from historic homes to outdoor recreational spaces. Many towns and cities in New England have used their historical and cultural resources to help foster their economies and create a unique brand or identity for their community. Awareness of these available resources is critical in creating policy and land use measures that support and enhance protection and preservation.

Maintaining, restoring, and rehabilitating historic properties can restore neighborhood character, protect the tax base by maintaining values, and attract businesses that are looking for communities with a high quality of life and a sense of pride, character, and cultural richness. Equally as important as preserving historic sites is preserving traditions through annual celebrations and events that attract Winchendon residents and visitors.

Historic and Cultural Resources Goals

HC 1: Preserve Winchendon's existing historic and cultural assets

HC 2: Promote Winchendon's historic and cultural assets

Implementation

Goal	Strategy	Timeline
HC 1: Preserve Winchendon's existing historic and cultural assets	Strategy HC 1.1: Reexamine the Winchendon Reassessment Report.	Short-term
	Strategy HC 1.2: Implement preservation commissions on historic properties to protect historic structures from being demolished or inadequately altered.	Ongoing
	Strategy HC 1.3: Find ways to prevent "demolition by neglect" – lack of investment in old buildings and they become so dilapidated that any kind of renovation is no longer feasible.	Ongoing
	Strategy HC 1.4: Expand efforts to identify, preserve and develop town-owned assets or places that reflect our Town's cultural heritage and that can contribute to the cultural or economic destiny that is envisioned in the master plan. Assets such as Old Winchendon Center, Ingoldsby Winchendon Community Park, Ben's Memorial Library, Town Hall, G&B Park.	Short-term
	Strategy HC 1.5: Educate owners of historic properties about the importance of voluntarily maintaining structures against decay, deterioration, and structural damage to avoid possible loss of historic resources.	Medium-term
HC 2: Promote Winchendon's historic and cultural assets	Strategy HC 2.1: Encourage the Winchendon History and Cultural Center to work as partners to public agencies, and partner with Winchendon public schools to find students interested in learning with research, cataloging and perhaps even grant writing.	Medium-term
	Strategy HC 2.2: Promote Winchendon's industrial heritage through modern-day events that focus on innovation and creativity.	Ongoing
	Strategy HC 2.3: Use historic buildings and churches for cultural and civic events.	Ongoing
	Strategy HC 2.4: Encourage Winchendon Historical Commission members to seek out private or modern preservation such that are available to them and to the Town.	Short-term

Transportation and Circulation

Background

The average travel time to work for Winchendon's residents is 34.8 minutes, which is significantly higher than the Massachusetts average of 23 minutes. Between 1990 and 2000, mean travel time increased by 33.5%, and has continued to increase since then. Part of this trend can likely be attributed to Winchendon's relatively low real estate prices and people leaving, which attracts commuters who are willing to travel longer distances to work in exchange for a home in a relatively underdeveloped location.

Three major roadways connect Winchendon to the surrounding region and provide access to major metropolitan areas in New England. U.S. Route 207 runs north-to-south and connects Winchendon to Concord, New Hampshire's state capital. South of Winchendon, Route 275 provides access to Route 2, which is the region's major east-west link. Route 17 also runs north-to-south and connects Winchendon to Worcester, Fitchburg and Lowell. Route 140 is another roadway that connects Winchendon to major regional population centers like Gardner, as well as connecting to Route 3. These major roadways provide Winchendon with connectivity to the rest of the Massachusetts Region and a readily available supply of potential future traffic.

This heavy traffic flow also creates challenges for central Winchendon. Winchendon's downtown is located right on top of several of major intersections and it has been difficult to safely accommodate vehicle through-traffic. The Central Street corridor is scheduled to be completely reconstructed in 2021 which will create a pedestrian-friendly town center where people can shop, socialize, and sleep.

Transportation and Circulation Goals

TR 1: Continue to make Winchendon's commercial centers welcoming to multiple forms of transportation

TR 2: Improve traffic safety in downtown Winchendon

TR 3: Expand the regional road network

TR 4: Improve maintenance of transportation infrastructure

Implementation		
Goal	Strategies	Timeline
TR 1: Make Waco's commercial centers safer and more vibrant by addressing issues of transportation	Strategy TR 1.1: Create a Comprehensive Circulation Study/Plan that will help identify major roads, transit issues, safety issues, signage, transit, and other issues, present working models.	Medium-term
	Strategy TR 1.2: Make neighborhoods, especially downtown, more pedestrian-friendly through construction and rehabilitation of sidewalks.	Long-term
	Strategy TR 1.3: Analyze available traffic crash data from at least the past three years, focusing initially on areas with high crash rates.	Short-term
TR 2: Improve traffic safety in downtown Waco	Strategy TR 2.1: Implement traffic calming treatment in downtown Waco per the 2014 Formulation Strategy document.	Medium-term
	Strategy TR 2.2: Schedule first traffic count with the MPRC to monitor traffic patterns over time and anticipate future improvements.	Ongoing
	Strategy TR 2.3: Complete a Traffic Plan to inventory existing trails and open space and to create a Town-wide study for expansion, management, and funding and acceptance of new projects.	Medium-term
TR 3: Expand the regional rail network	Strategy TR 3.1: Continue to work with neighboring communities and regional entities to establish a regional rail network, taking Waco into various national opportunities outside its borders.	Ongoing
	Strategy TR 3.2: Encourage the State to further investigate the condition of key bridges in the Town, and to make those bridges a funding priority.	Medium-term
	Strategy TR 3.3: Conduct and measure the frequency of safety and security a mechanism to clean, repair, and replace structures as needed.	Medium-term
TR 4: Improve management of transportation infrastructure	Strategy TR 4.1: Continue to work funding for infrastructure projects on local projects. Funded and eligible roads through the MPRC TIF process, work with the MPRC and Texas DOT on projects and funding opportunities.	Ongoing
	Strategy TR 4.2: Conduct and measure the frequency of safety and security a mechanism to clean, repair, and replace structures as needed.	Medium-term
	Strategy TR 4.3: Conduct and measure the frequency of safety and security a mechanism to clean, repair, and replace structures as needed.	Medium-term

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Services and Facilities	
Background This chapter of the Master Plan presents a general overview of Waco's town government, municipal facilities, and services. All identified goals and strategies are intended to support the town's vision of providing excellent, cost-effective, accessible services and programs that reflect the values and diversity of our community. As the population ages, more investment may be required to deal with the health, housing, social, and transportation needs of seniors. Public education is offered by the town alone, meaning that the operational and budgetary burden is not being shared as if Waco's school system were to be part of a regional school district with other communities. Moreover, many seniors choose to spend their late in life in Waco, meaning that the town must continue to provide services, but they also do not want to increase their taxes further. To deal with these challenges above - as well as better prepare for a changing future - the town must decide how to take its services, adopt new technologies and resources, seek collaboration where possible, and manage its budget in a responsible way.	Services and Facilities Goals SF 1: Maintain existing Town & School services, facilities and programs, seeking collaboration between the various departments, boards, committees and community services where possible. SF 2: Seek and utilize regional resources and services where available. SF 3: Ensure Waco's services and facilities are accessible for all. SF 4: Continue efforts to coordinate town, school and community services including use of digital tools and new technologies. SF 5: Improve the capacity and knowledge base of all current and future Board and Committee members. SF 6: Coordinate energy conservation measures under the town's Green Community designation. SF 7: Identify the town resources needed for the implementation of this plan.

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Mark: made some changes to strengthen the language
SF 1.4 - short term? Jane asked
SF 4.2 - broad

Implementation		
Goal	Strategies	Timeline
SF 1: Maintain existing Town & School services, facilities and programs, seeking collaboration between the various departments, boards, committees and community services where possible	Strategy SF 1.1: Create quarterly meetings of all municipal boards, commissions and committees to be hosted by the Board of Directors, to help boards coordinate services, reduce duplicate efforts, and promote a town-wide approach to governance.	Short-term
	Strategy SF 1.2: Continue to hold regular department head meetings to discuss resources, budgeting, personnel and other issues.	Ongoing
	Strategy SF 1.3: All boards and staff involved with planning and development should have regular meetings to discuss planning and development issues in the town.	Ongoing
SF 2: Seek and utilize regional resources and services	Strategy SF 2.1: Pursue regionalism opportunities to increase local government capacity and collaboration with nearby communities.	Ongoing
	Strategy SF 2.2: Expand Information Technology (IT) capabilities.	Short-term
	Strategy SF 2.3: Increase interaction between staff's Memorial Library and Old Mansfield Senior Center.	Medium-term
SF 3: Ensure Waco's services and facilities are accessible to all	Strategy SF 3.1: Create a capital plan for the Old Mansfield Senior to meet increased growing demand for senior services including meeting, equipment, and facility improvements.	Medium-term
	Strategy SF 3.2: Continue to use town website, as well as town and departmental Facebook pages, to promote upcoming events, meetings, and development opportunities.	Ongoing
	Strategy SF 3.3: Increase two-way communication between citizens and government through opportunities for citizens to provide feedback.	Short-term
SF 4: Continue efforts to coordinate town, school and community services	Strategy SF 4.1: Increase and publicize quarterly "State of the Town" meetings to conduct "Ask the Town Planner/School Superintendent" type of forum.	Short-term
	Strategy SF 4.2: Increase and publicize quarterly "State of the Town" meetings to conduct "Ask the Town Planner/School Superintendent" type of forum.	Short-term
	Strategy SF 4.3: Increase and publicize quarterly "State of the Town" meetings to conduct "Ask the Town Planner/School Superintendent" type of forum.	Short-term

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SF 4.1 - Mark:
Promote meetings, events and new info thru the use of the town website as well as town departmental social media pages, platforms

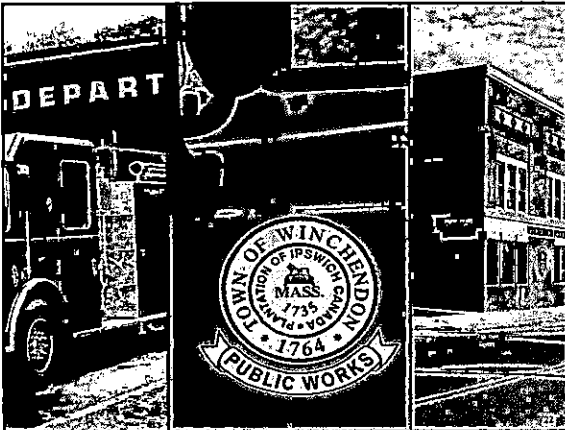
Jane:
Add Evaluate to beginning

Jane
Increase -> Improve

Implementation continued...

Goal	Strategy	Timeline
SF 5: Improve the capacity and knowledge base of all citizens and town's Board and Committee members	Strategy SF 5.1: Each board and committee in Winchendon's Town Government should evaluate their purpose, strategies, options to expand participation and prepare a handbook that details their policies and procedures. Offer board members of taking classes to inform new members and promote active participation. Further, each entity should identify ongoing training opportunities for all members.	Post-hoc term
SF 6: Continue energy conservation measures under the town's Green Community designation	Strategy SF 6.1: Winchendon should continue exploring conservation measures and strategies for its municipal structures, as well as continue to apply for future competitive grant funds through the Green Communities program.	Ongoing
SF 7: Identify the town resources needed for the implementation of the plan	Strategy SF 7.1: Establish a Master Plan Implementation Committee	Ongoing





Community Health & Wellbeing

Background

Winchendon's most important asset is its people and the quality of life that they can have, build and enjoy in Winchendon. The health and wellbeing of community members are determined by a variety of factors:

- availability of resources to meet daily needs
- access to social and economic opportunities
- quality of our schools and job training
- nature of social interactions and relationships
- transportation options
- availability of opportunities for recreation
- accessible built environment
- access to emergency/health services
- environment free of toxins

Our community must respond to a changing environment. Traditional options for routine grocery and retail have no longer exist, the housing stock is aging, limited employment opportunities and local medical care options provide for residents' needs, but only for people who have the means to travel and pay.

On the positive side, there are assets that can build on. Vacant space is available downtown to fit the need for grocery and retail. The growing agricultural community can provide fresh healthy food if a distribution system is established and there is increased awareness and support to address housing and transportation needs.

Health & Wellbeing Goals

HW 1: Coordinate with community resources, groups, nonprofits and businesses (including farmers/growers) to address the issues of food security and food access.

HW 2: Improve transportation options for all residents and particularly for those who require reliable access to food, medical care, work or school/education.

HW 3: HW 3: Continue to pursue all means to improve the condition and maintenance of housing options.

HW 4: Promote opportunities for improved connections among Winchendon residents to learn and respect each other online and across demographics.

HW 5: HW 5: Ensure that all residents, across demographics, are aware of all programs and services available that can make a difference in their quality of life.

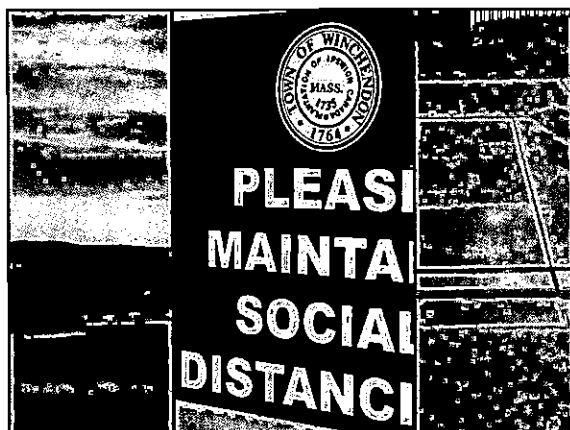


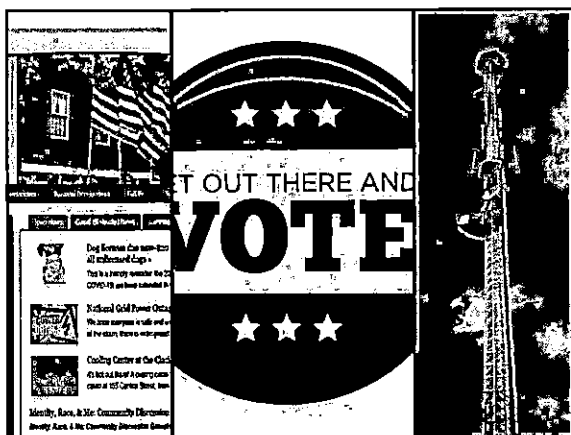
Implementation		
Goal	Strategy	Timeline
HW 3: Collaborate with community resources, groups, nonprofits and businesses (including farmers/growers) to address the issue of food insecurity and food access	Strategy HW 3.1: Continue to build awareness of initiatives underway with updates on what is happening here to get involved, and how the township leads & follows for all in Winochendon	Ongoing
	Strategy HW 3.2: Ensure effective communication and coordination across all efforts to build an environmentally and economically sustainable food system for Winochendon	Short-term
HW 4: Improve transportation options for all residents and particularly for those who require reliable access to food, medical care, work or school/education	Strategy HW 4.1: Research options that communities similar to Winochendon have used to meet transportation needs identify what makes sense for Winochendon	Short-term
	Strategy HW 4.2: Evaluate and work to improve the effectiveness of transportation options, i.e. SMART, CAC, Senior Center, Ride Share, etc.	Short-term
	Strategy HW 4.3: Work with our state and federal representatives to bring necessary resources to Winochendon	Medium-term
HW 5: Continue to grow all round to improve the conduct and outcomes of housing options	Strategy HW 5.1: Coordinate with existing and planned housing related entities to build awareness of opportunities, needs and options to build necessary for these initiatives and to stay current on these priorities	Ongoing
	Strategy HW 5.2: Research housing options that have been effective in other communities	Short-term
HW 6: Promote opportunities for improved connections among Winochendon residents to know and support each other within and across demographics	Strategy HW 6.1: Identify all the opportunities available to the residents to build or strengthen connections. Engage community members in building and implementing a plan to achieve priority opportunities	Short-term
	Strategy HW 6.2: Research effective options that have been used to engage and include people across demographics	Short-term

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Implementation continued...		
Goal	Strategy	Timeline
HW 6: Promote opportunities for improved connections among Winochendon residents to know and support each other within and across demographics (continued...)	Strategy HW 6.3: Consider an ongoing communications/branding plan together and promoting the benefits of the for all	Short-term
	Strategy HW 6.4: Identify opportunities and strategies with existing organizations, civic and social groups, the schools, etc. to broaden and build connections	Short-term
	Strategy HW 6.5: Determine how to best integrate this goal and strategies with the Healthy MEAL Winochendon three-year grant initiative	Short-term
HW 7: Encourage all residents, across demographics, are aware of all programs and services available that can make a difference in their quality of life	Strategy HW 7.1: Research available options that have been used by other communities or regions to provide accurate, timely and accessible information to residents	Short-term
	Strategy HW 7.2: Establish a committee or task force to coordinate the development, promotion and updating of this resource	Short-term

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Implementation

Town Boards, Commissions, Committees and citizens should use their Master Plan as a business plan for accomplishing the things that our citizens have expressed as important to their future. Achieving our community's Vision, and the outcomes of the Master Plan, requires the active implementation of the strategies set forth in each of the plan chapters.

This section organizes the strategies into ongoing, short-term, medium-term, and long-term categories, and assigns the outcomes of each strategy to one or more Board, Commission, or Committee ("Responsible Actors"), including itself where appropriate. In cases where multiple Responsible Actors are assigned, one is designated as the lead.

A listing of those Board, Commission, or Committee that have been assigned as Responsible Actors is included for reference. Most of these groups are comprised of citizen volunteers (not elected) and need additional members. The implementation of this plan will include active recruitment and training of citizens to these groups (Strategy SF 6.1). A list of all Town Departments is included. An updated organizational chart that includes the school department is part of this plan. (Strategy SF 1.4)

A Master Plan of this scope and detail requires project management and oversight. A Master Plan Implementation Committee (MVIC) will be established by the Board of Selectmen (BOS) and charged with overseeing the execution of this Plan (Strategy SF 7.1). The MVIC will work with the Responsible Actors to set up subcommittees for each assigned strategy and will report directly to the BOS. Additionally, Responsible Actors will report their progress directly to the BOS at periodic meetings (Strategy SF 1.8) and recommended recommendations to the plan.

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Boards, Commissions & Committees

Agricultural Commission (AC) to support and promote agriculture in the town of Windham.
3 members, BOS appointed

Adult Commission (ACOM) shall advise the public with respect to adult issues and issues with independent children in charge of adult and day care services.
3 members, BOS appointed

Board of Health (BOH) provides the health of the public and promotes responsible practices for healthy community.
5 members, BOS

Board of Selectmen (BOS) are elected to be the chief governing office in the town and shall have the final policy-making power.
5 members, BOS

The Capital Planning Commission (CPC) oversees requests for major regional projects and other regional projects and make recommendations to the Town Manager and the town meeting.
3 members, BOS appointed

Communications Commission (CCC) The charge of the commission is to oversee regional and state programming and the communications with the residents of the community.
3 members, BOS appointed

Conservation Commission (CCC) responsible for the local administration and supervision of the Windham State Forest, the local Windham State Forest and local Environmental Commission programs.
3 members, BOS appointed

Cultural Council (CC) supports the community based on the town's history and culture.
3 members, BOS appointed

Planning Commission (PC) responsible for the development of the town's vision, which the town manager shall have the power to modify for the town's history and culture.
3 members, BOS appointed

Public Safety Commission (PSC) is charged with the promotion, protection and development of the town's public safety and security.
3 members, BOS appointed

Recreation Planning Authority (RPA) shall oversee, create and promote programs to provide affordable housing for residents and safety of the town.
3 members, BOS appointed

Library Board of Trustees (LBOT) oversees the mission of the library and the policies that govern the library.
3 members, BOS appointed

Planning Board (PB) is responsible for land planning, zoning, subdivision, and other matters that pertain to the town's development and growth.
3 members, BOS appointed

Residential Commission (RC) is responsible for the development of the town's residential policy and oversees the town's residential development and growth.
3 members, BOS appointed

School Commission (SC) is to address matters and educate and provide a safe environment for students and oversees the town's educational system.
3 members, BOS appointed

Town Community Partnership (TCP) is to provide the town with the best and most reliable quality of information.
3 members, BOS appointed

Windham Community Park Commission (WCPC) is to oversee the quality of the town's community park and oversees the town's community park and oversees the town's community park and oversees the town's community park.
3 members, BOS appointed

Windham Planning Authority (WPA) is to oversee the town's planning and oversees the town's planning and oversees the town's planning and oversees the town's planning.
3 members, BOS appointed

Working Board of Appeals (WBA) is to oversee the town's appeals and oversees the town's appeals and oversees the town's appeals and oversees the town's appeals.
3 members, BOS appointed

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Winchendon MA Community Master Plan Draft I
Public Comment Period September 1 – 30, 2020
Please forward comments to
Tracy Murphy, Director of Planning & Development
at tmurphy@townofwinchendon.com
or 109 Front St.
Winchendon MA 01475

Written comments preferred, alternative accommodations can be made
by calling Nicole Roberts at 1-978-297-3537
or email at nroberts@townofwinchendon.com